

## PREWORK SYLLABUS

### 1. ADMINISTRATIVE INFORMATION:

<b>LESSON NUMBER:</b> PRE-02	<b>EDITION DATE:</b> October 2002
<b>LESSON TITLE:</b> Leadership Assessment	
<b>TYPE OF LESSON:</b> Survey Instrument	
<b>CLASSROOM TIME:</b> None	<b>OUTSIDE PREP TIME:</b> 1 hour

### 2. PURPOSE:

This lesson will provide some of the tools that you will need to evaluate and improve your leadership and management skills. You can use the knowledge you gain in this lesson to help you in two ways. First, you can make changes and improvements that will enhance your current leadership and management skills. Second, you will be able to identify skills that need further development. You must learn about leadership and about yourself in order to be effective as a leader.

**3. ASSUMPTIONS:** You will complete the self-assessment survey and select nine other individuals to complete the assessment survey prior to your arrival at AMSC.

### 4. LESSON OUTCOMES: You will:

a. Examine your personal leadership style as assessed by yourself and others.

b. Analyze your leadership skills, abilities, and strengths and determine areas for improvement.

**5. KEY CONCEPTS:** This lesson provides an opportunity for you, your supervisor, your peers, and your subordinates to use an online survey to evaluate your leadership and management skills. During the resident portion of the SBLM program, your faculty advisor will discuss the results with you.

**6. MEASUREMENT OF OUTCOMES:** You and your faculty advisor will assess your ability to identify strengths and weaknesses in your leadership philosophy and style.

## **7. STUDENT ASSIGNMENTS:**

**a. Required Readings:** Rycroft, L. (2002). Leadership assessment instructions. Fort Belvoir, VA: Army Management Staff College.

This reading is attached.

**b. Other:** Everyone (including yourself) must complete the survey by the due date in order for AMSC to process your data before you arrive. **See the Due Date list at the online SBLM Prework Headquarters.**

**8. OTHER USEFUL REFERENCES:** None

**9. AMSC POINT OF CONTACT:** Lisa Rycroft at e-mail address [lisa.rycroft@amsc.belvoir.army.mil](mailto:lisa.rycroft@amsc.belvoir.army.mil) or by telephone at DSN 655-4736 or commercial (703) 805-4736.

# LEADERSHIP ASSESSMENT INSTRUCTIONS\*\*

## INTRODUCTION.

As part of the SBLM program experience, we offer you an opportunity to evaluate and improve your leadership and management skills. The Leadership Assessment Survey is one of the tools that will help you towards that end.

The base data that we use for comparison in this process will develop from information you provide in a self-assessment survey. Then, you will ask **nine additional people** to assess your leadership skills and your strengths and weaknesses. These people will include **your immediate supervisor, four of your peers, and four of your subordinates**. If you do not have subordinates, you may ask eight peers to assess you. The exact mix of peers and subordinates is not as critical as ensuring that you get feedback *wherever possible*.

Think about whom you would select to fill out the Leadership Assessment Survey regarding their perceptions of you. Make a list and annotate whether you want them to provide responses as your immediate supervisor, your peer, or your subordinate (these are the only choices available to you).

Notice that the available choices do not include "former supervisor" or "supervisor three levels above." You must decide in what capacity they will answer the assessment. When we process the data, we will categorize the results in four areas—self, supervisor, peers, and subordinates. If you ask your immediate supervisor and three former supervisors to rate you as if they were your immediate supervisors, you will not get a true picture of what your current supervisor perceives to be your strengths and weaknesses.

## INSTRUCTIONS.

1. The Leadership Assessment Survey is available on-line at <http://www.amsc.belvoir.army.mil/surveys/leadersurvey.htm> Complete this survey. When you are finished, simply click the submit button at the bottom of the screen to forward your responses to AMSC.

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\*\* Rycroft, L. (2002). Fort Belvoir, VA: Army Management Staff College.

2. A sample e-mail message/cover letter is attached to this lesson for forwarding the survey web site link to nine additional people—one supervisor, four peers, and four subordinates (or eight peers)—asking them to assess your leadership skills. **You must also provide them with your 6-digit prework number. Your number is 301 followed by your 3-digit prework number, which was given to you in your Pre-departure Information e-mail. For example, a prework number might be 30122153, which indicates Class 03-1 and prework number 153. This number is extremely important since they cannot complete the survey without it.**

3. Everyone (including yourself) must complete the survey by the due date. If the survey is completed after that date, it will not be included in your feedback. See the Due Date list at the online Prework Headquarters.

## **RESULTS.**

The AMSC faculty and staff will compile the results of the leadership assessment, and your faculty advisor will discuss them with you. All leadership assessment data that AMSC collects is held in strict confidence and will be destroyed upon graduation.

If you have any questions about the Leadership Assessment Survey, please contact Lisa Rycroft at e-mail address [lisa.rycroft@amsc.belvoir.army.mil](mailto:lisa.rycroft@amsc.belvoir.army.mil) or by telephone at DSN 655-4736 or commercial (703) 805-4736.

## **Sample E-mail Message/Cover Letter**

DATE:

TO:

FROM:

SUBJECT: Army Management Staff College (AMSC) Leadership Assessment

I will soon attend the Army Management Staff College's Sustaining Base Leadership and Management Program. While I am a student, the faculty will provide coaching and counseling on my leadership skills. Part of their feedback is an assessment of these skills based on the perceptions of those I work with every day.

I would appreciate your help with this assessment. You are one of nine people I am asking to fill out this questionnaire. For the purposes of this assessment, please respond to all questions as my \_\_\_\_\_ (immediate supervisor, peer, or subordinate).

The Leadership Assessment Survey is available on-line at <http://www.amsc.belvoir.army.mil/surveys/leadersurvey.htm>. To complete the survey, you will also need my six-digit prework number, which is \_\_\_\_\_. Please be sure to use this exact number, so that my results are accurate.

The survey will only take a few minutes to complete. In order to improve my leadership and management effectiveness, I would appreciate an objective, honest evaluation. Please avoid intentionally inflating your appraisal. Your perceptions of areas needing improvement are of critical importance to me.

Please complete the Leadership Assessment Survey by \_\_\_\_\_ to ensure that AMSC has time to analyze the results before my attendance.

Thank you.